



proHRO

**First European
proHRO Conference**

15th and 16th of November, 2011 / The Hague



HRO for beginners: the basic principles

Bert van Dalen (Apollo13 consult)

Herman de Bruine (Haagse Hogeschool)

The past settles its accounts ...

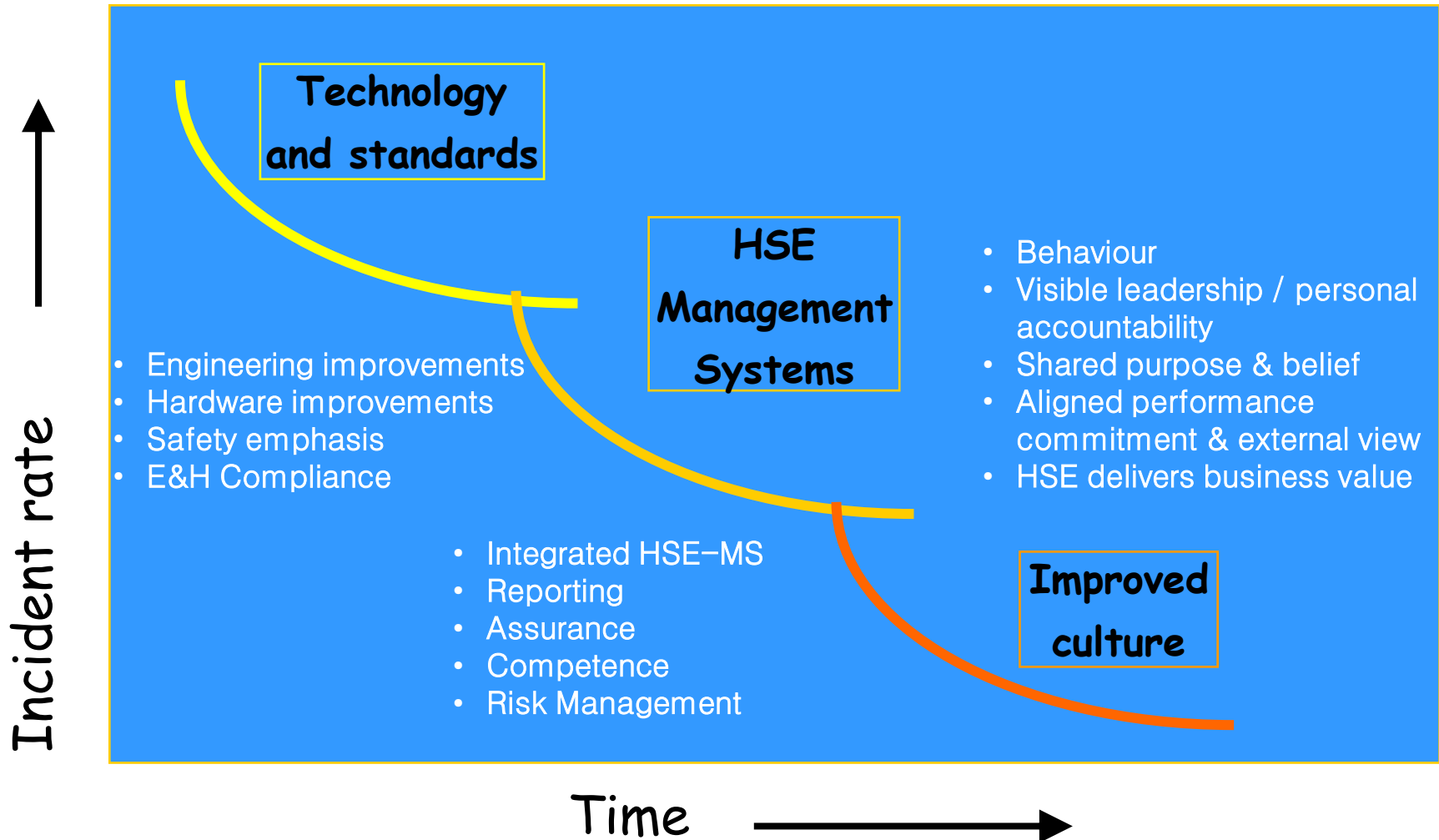
“...the ability to deal with [the unexpected] is largely dependent on the structures that have been developed before chaos arrives. The event can in some ways be considered as an abrupt and brutal audit: at a moment’s notice, everything that was left unprepared becomes a complex problem, and every weakness comes rushing to the forefront.”

Preventing Chaos in a Crisis, Lagadec

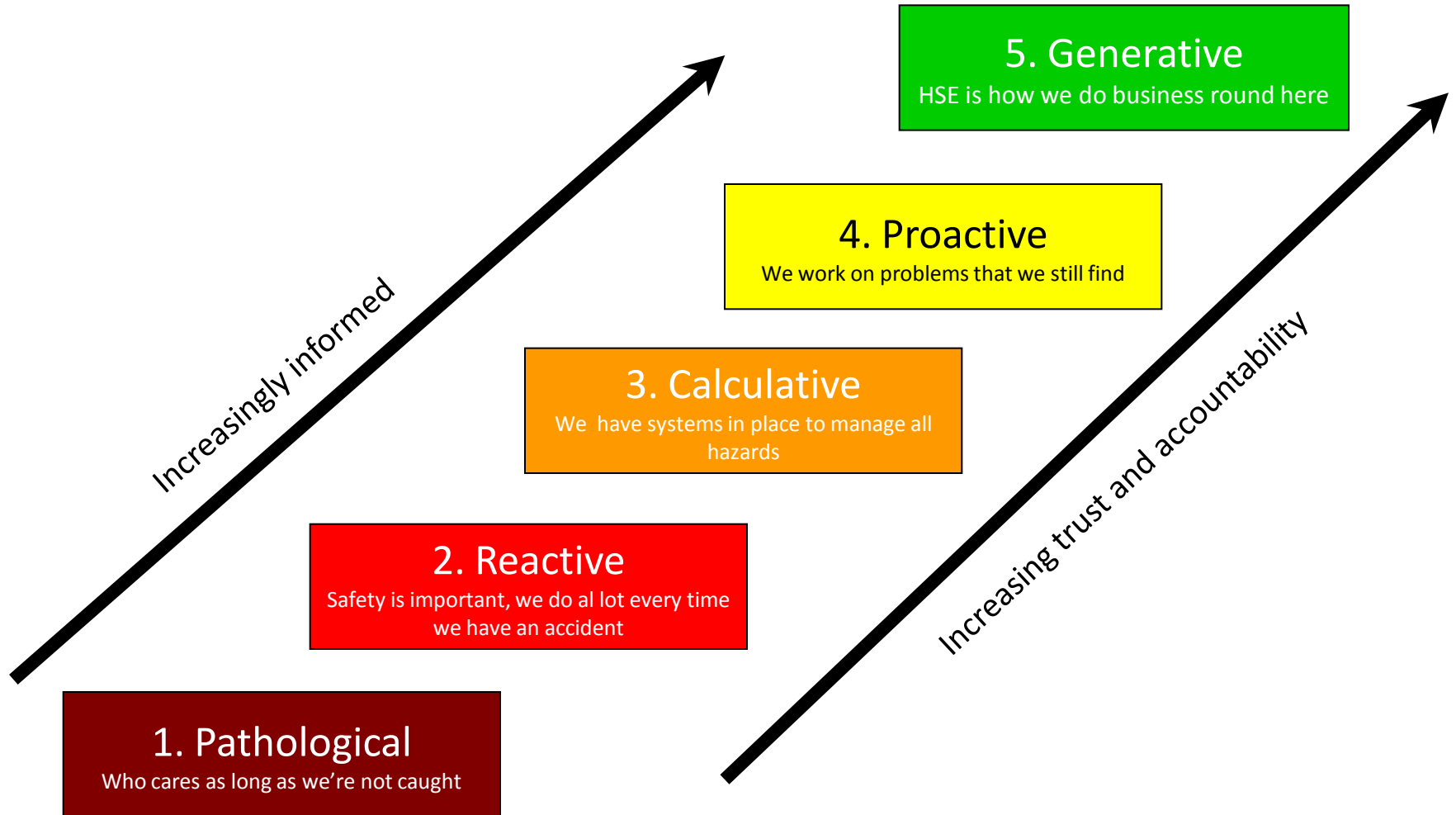
Subjects

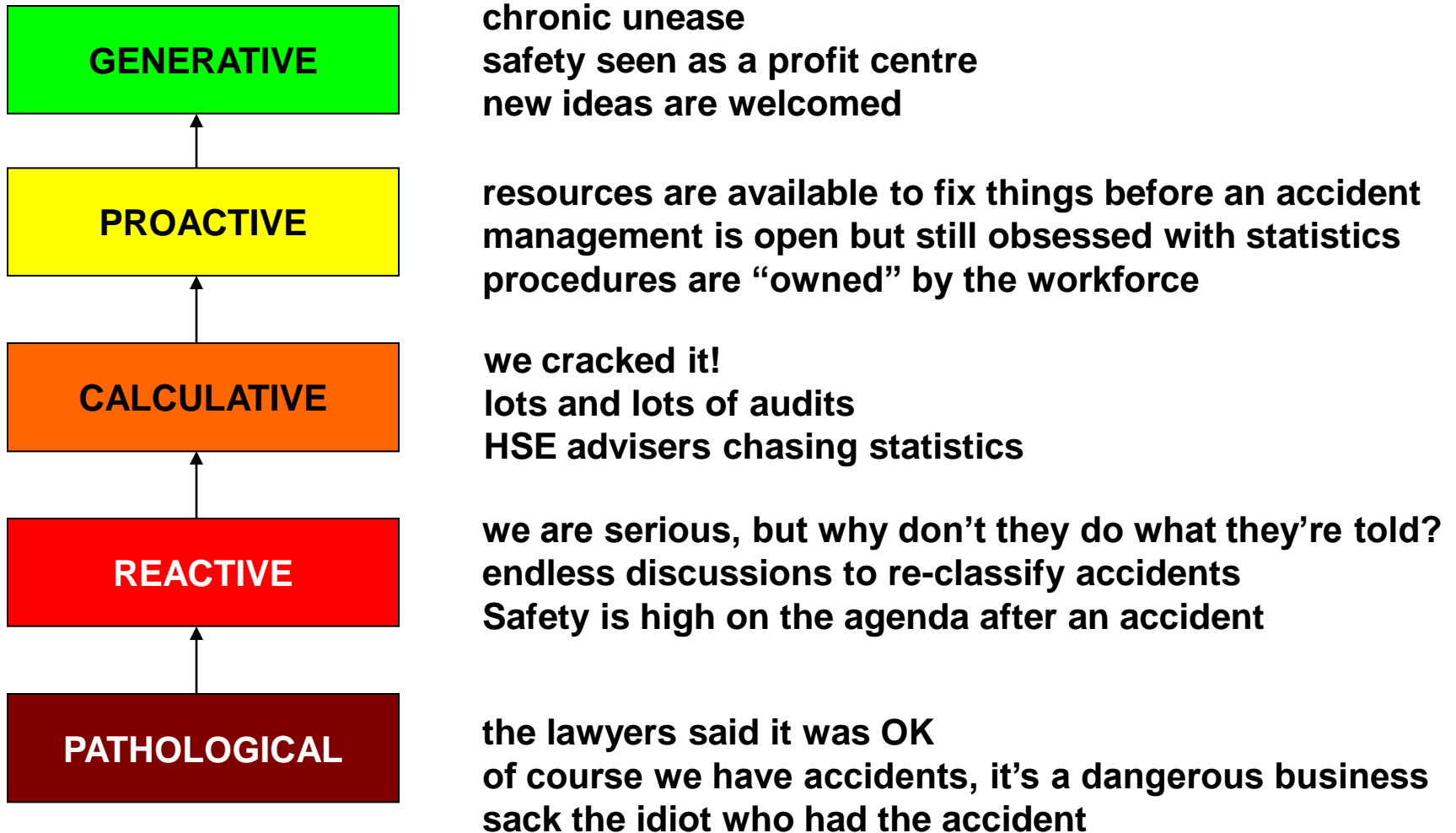
- why focus on behaviour
- on HRO's, the Hearts and Minds model and the glass ceiling
- on mindful organizing: halmarks and conditions
- questions

Performance improvement over time

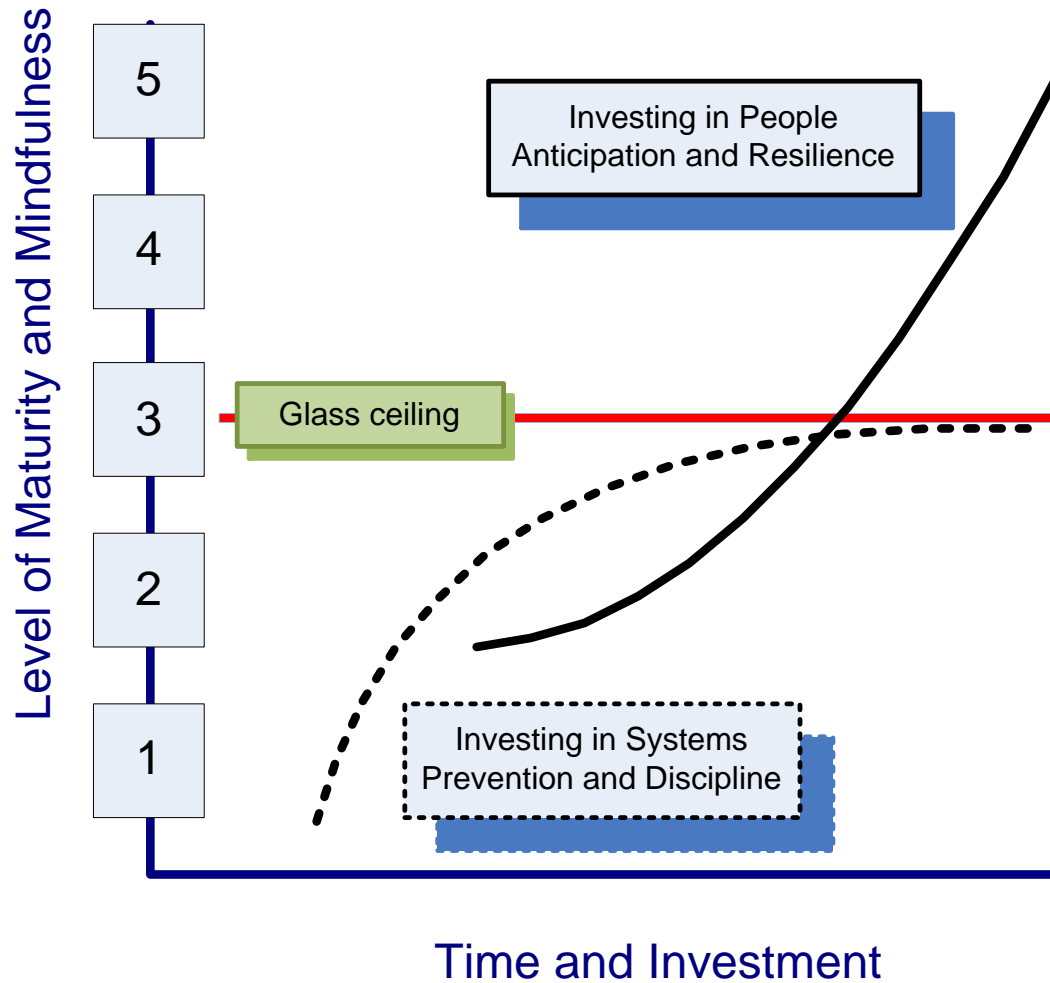


Hearts & Minds model: reliability culture ladder





The Glass Ceiling



Below and above the glass ceiling

Below the gals ceiling	Above the glass ceiling
Managing risks	Managing reliability
Systems and technics	Culture and behaviour
Expected events	Unexpected events
The events itself	Context in which events happen
Prevention	Resilience, capacity to recover
WHAT can happen	HOW it can happen

Reliability

Reliability depends on the “lack of unwanted, unanticipated, and unexplainable variance in performance

The reality is that reliable systems often must perform the same way even though their working conditions fluctuate and are not always known in advance. For a system to remain reliable, it must somehow handle unforeseen situations in ways that forestall unintended consequences.

Reliability is not the same as repeatability

A Key Proposition

The only realistic goal for safe and reliable performance in complex organizations in uncertain times is resilience--to develop a maximum capability to catch, correct, and learn from surprises as they arise... *to develop a kind of intrinsic resistance to operational hazards.*

How do HROs do IT?

- They don't just value reliability per se, they **disvalue** (ie, they **HATE**) mis-specifying, mis-estimating, and misunderstanding things.
- They organize so that people are more likely to become aware of discriminatory detail and have capacities to act on what they see.
- They foster **collective mindfulness**.

Collective Mindfulness

A rich awareness of discriminatory and a capacity for action that jointly facilitate the capability to discover and manage unexpected events before they escalate into problems/crises/catastrophes.

1



2



3



Five Pathways to Mindfulness

1. **Pay Attention to Failures**: Treat any and all failures as a window on the health of the system.
2. **Avoid Simplifying Interpretations**: Socialize people to make fewer assumptions and to notice more.
3. **Attend to Operations**: Develop an integrated big picture of operations.
4. **Cultivate Resilience**: Anticipate AND develop the capacity to cope with surprises in the moment.
5. **Defer to Experts**: Venerate expertise and experience over rank (create fluid decision structures).

What Happens?

- When HROs enact these five pathways, they WIN the struggle for alertness (which we call *mindfulness*).
- They become wise and resilient. In sum, they develop the capability to continuously achieve high performance under challenging conditions.

Being Mindful Means to Pay Attention in a Different Way

- You STOP concentrating on those things that confirm your hunches, are pleasant, feel certain, seem factual, are explicit, and that others agree on!
- You START concentrating on things that disconfirm, are unpleasant, feel uncertain, seem possible, are implicit, and are contested!

To Be Mindful Is to “See More Clearly” Not to Think Harder and Longer

- See where your model didn't work, or see indicators you missed that signaled expectations weren't being filled (failure)
- Strip away labels, stereotypes that conceal differences among details (simplification)
- Focus on what is happening here and now (operations)
- See new uses for old resources through improvisation and making do (resilience)
- Discover people who understand a situation better than you do and defer to them (expertise)

Being Alert (or Mindful) Means

- You scrutinize your existing expectations,
- Continuously refine and differentiate your expectations based on newer experiences,
- Are willing and capable of inventing new expectations that make sense of unprecedented events,
- Develop a more nuanced appreciation of context and ways to deal with it, and
- Identify new dimensions of your context that improve foresight and current functioning.

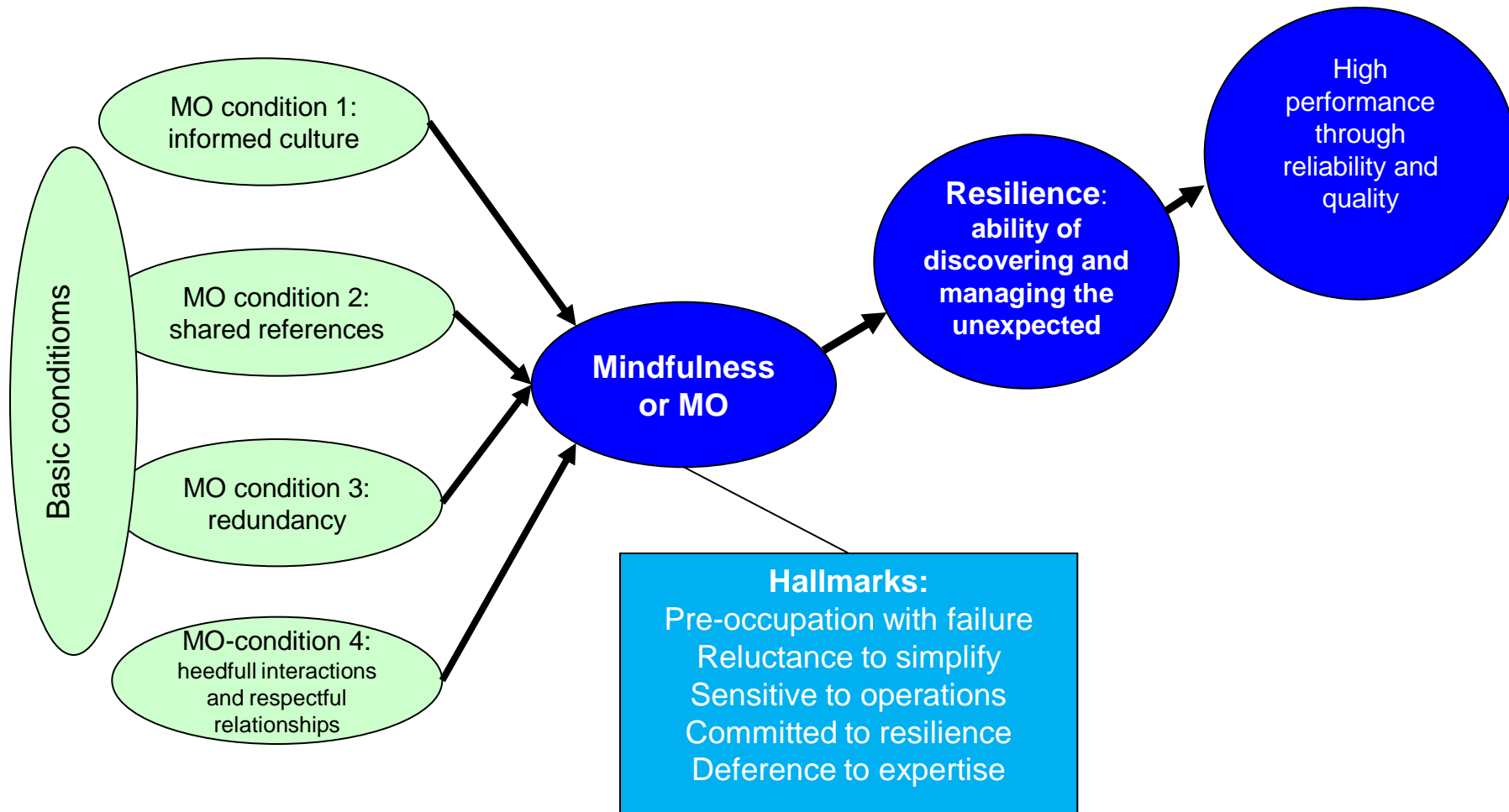
Mindfulness: the 4 conditions

!!!!!!! Basic conditions have to be in place already

4 specific HRO Conditions

1. Create an Informed culture
2. Create Shared references: common point of reference.
3. Create Redundancy
4. Create a central focus on relationships

Conditions and Hallmarks of MO



Mindfulness 1. Preoccupation with failure.

HRO's:

- Treat any lapse as a symptom that something with the system is wrong.....
- Something that could have severe consequences if separate small errors happen to coincide.....

So...

- They encourage reporting of errors
- They elaborate on near misses to learn
- They are wary of complacency and reducing margins of safety

Mindfulness 2. Reluctance to simplify interpretations.

HRO's:

- Take deliberate steps to create more complete and nuanced pictures
- They simplify less and see more

So they encourage:

- Bridging diverse experience
- Scepticism
- Differences of opinions

Mindfulness 3. Sensitivity to operations.

HRO's:

- Are attentive to the front line, where the real work gets done
- They discover deficiencies* in systems during normal operations
- * Loopholes as in the Swiss cheese model, existing for some time / lying dormant, usually in 'normal' organisations only discovered after incidents

So....

- Their people have a well developed situational awareness
- Can make continues adjustments to prevent errors from accumulating
- Do not fear to speak up and do not withheld information

Mindfulness 4. Commitment to resilience.

HRO's:

- Develop capabilities to detect, contain and bounce back from those inevitable errors that are part of an indeterminate world
- They are not error free, but errors do not disable them
- They keep errors small and improvise workarounds that keep the system functioning

So...

- They put a premium on experts; personnel with deep knowledge
- They mentally simulate worst case conditions and practise their equivalent of fire drills

Mindfulness 5. Deference to expertise.

HRO's:

- Cultivate diversity because it helps them do more with the complexities they spot
- To prevent deadly scenario, they push decision making down

So....

- Decisions are made at the front line
- To people with most expertise, regardless their rank

This is different from the classic command and control bureaucracy, that is adequate for a stable world but too inflexible when things change